

2020-2021 Employee Engagement Overall Report

Results and Analysis

Special School District of St. Louis County

January 13 - February 2, 2021



Overview of Project and Results

Engagement is the connection that individuals have with their profession in general and their current job in particular. Several factors can affect an employee's engagement, including relationships with supervisors and administrators, colleagues, students, and parents; the physical work environment; perceptions of personal safety; policy considerations and implementation; support for professional development and growth; perceptions of personal relevance; and general satisfaction.

The Special School District of St. Louis County (SSD) Employee Engagement Survey's goals were to:

- Measure the level of engagement of SSD employees
- Classify employees as highly engaged, engaged, or less engaged
- Identify areas where employee engagement can be improved

This survey was open from Jan. 13 to Feb. 2. Email invitations with unique survey links were sent to employees. Reminders were sent Jan. 21 and 26 and Feb. 2.

This report summarizes survey results breaks them down by employee type. Results are compared with those from 2018-2019 and 2019-2020.

Results do not reflect random sampling; therefore, they should not be generalized to all SSD employees. Rather, results reflect only the perceptions and opinions of survey participants.

Findings for each item in the report exclude participants who did not answer. Data labels less than 5 percent are not shown in charts and graphs. Percentages may not total 100 due to rounding.

Survey Design

The Employee Engagement Survey consists of three parts:

Overall Engagement is composed of nine items that are designed to measure each employee's level of engagement. Based on the average of the responses to these items, an engagement score is calculated for each survey participant. Engagement scores are classified as less engaged (<3.5), engaged (3.5 to 4.5), or highly engaged (>4.5).

Engagement Drivers are items about different aspects of the work environment that may affect engagement. Participants answered each item using the 5-point Likert scale. Engagement drivers are organized into six dimensions:

- Mission and Vision
- District Leadership
- School Leadership
- Feedback and Recognition
- Work Environment
- Career Growth and Training Opportunities

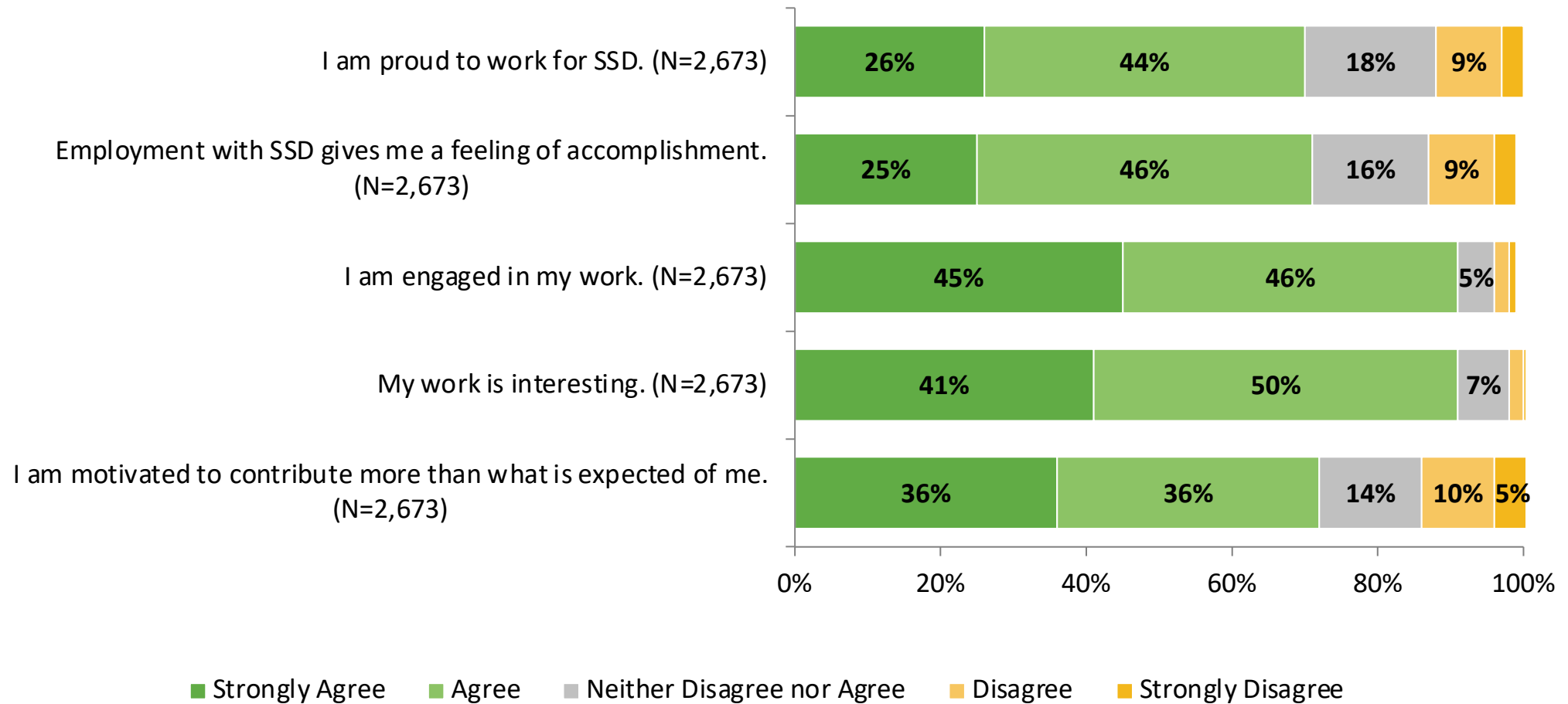
Additional Questions provide information about demographics of participants such as school, job classification, years of service, ethnicity, and gender, as well as information on staff support, professional development, and communications.

Participation

Responding Group	Number of Invitations Delivered (NMax)	Number of Responses (N)	Response Rate	Total Responses
SSD Staff	5,277	2,673	51%	2,673

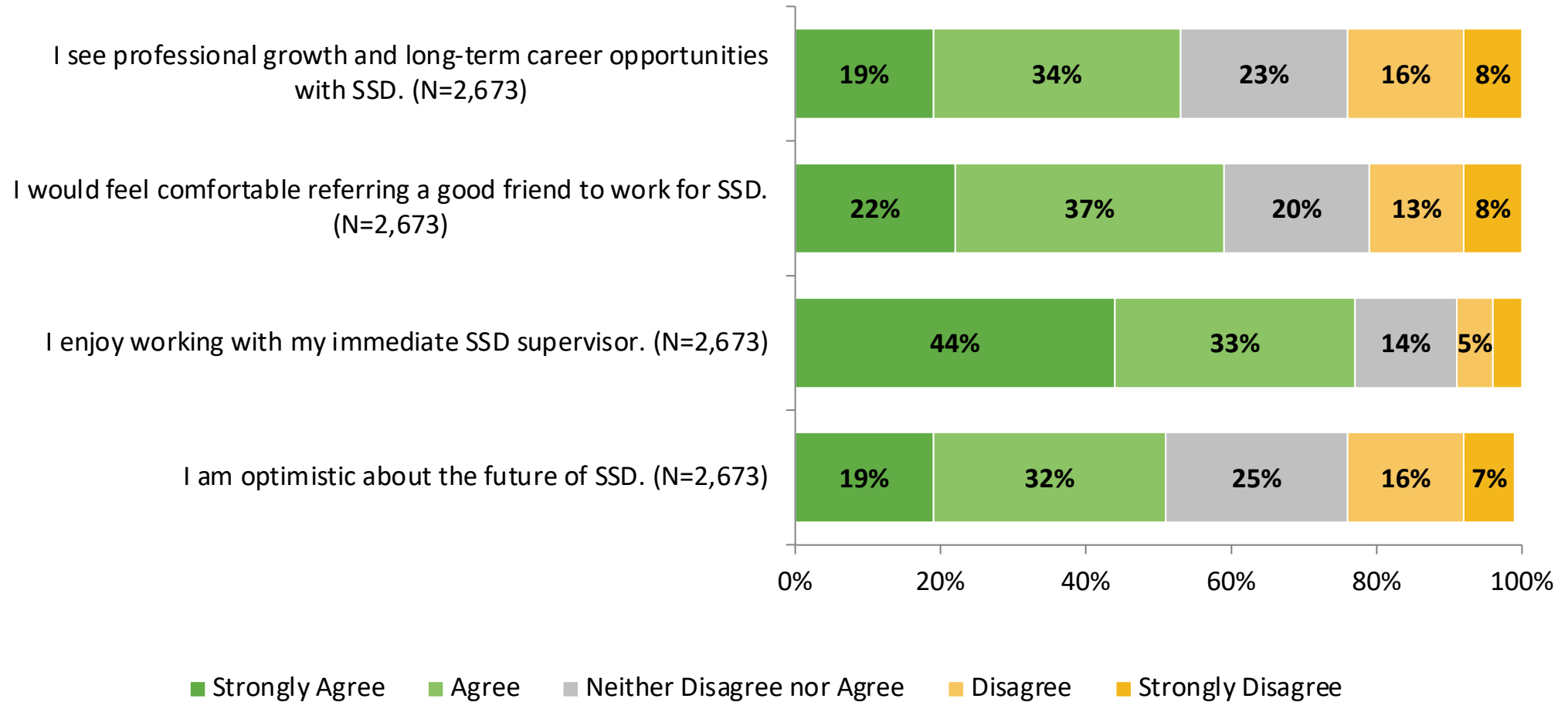
Overall Engagement

How strongly do you agree or disagree with the following statements?



Overall Engagement (Continued)

How strongly do you agree or disagree with the following statements?



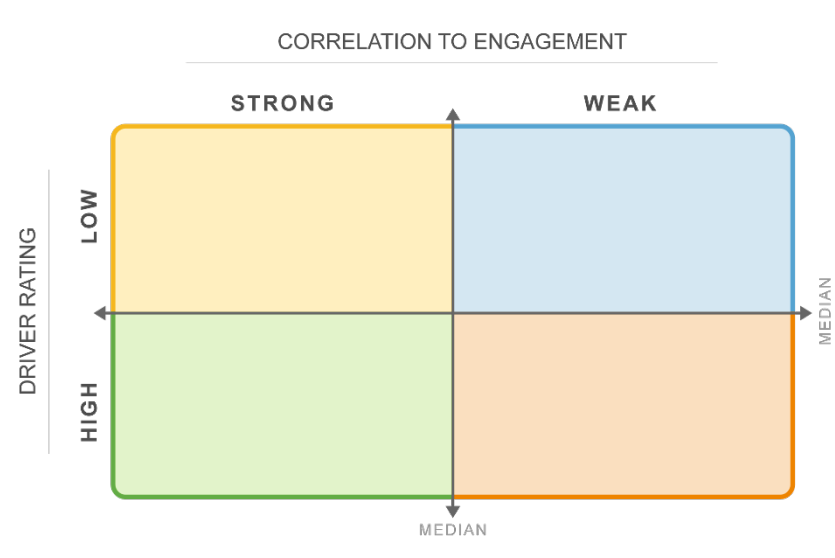
Focus Areas to Increase Employee Engagement

Thirty-six items (drivers) were used to assess the school/workplace environment and identify opportunities to increase engagement. Each item was rated on a five-point scale, with higher values indicating stronger agreement.

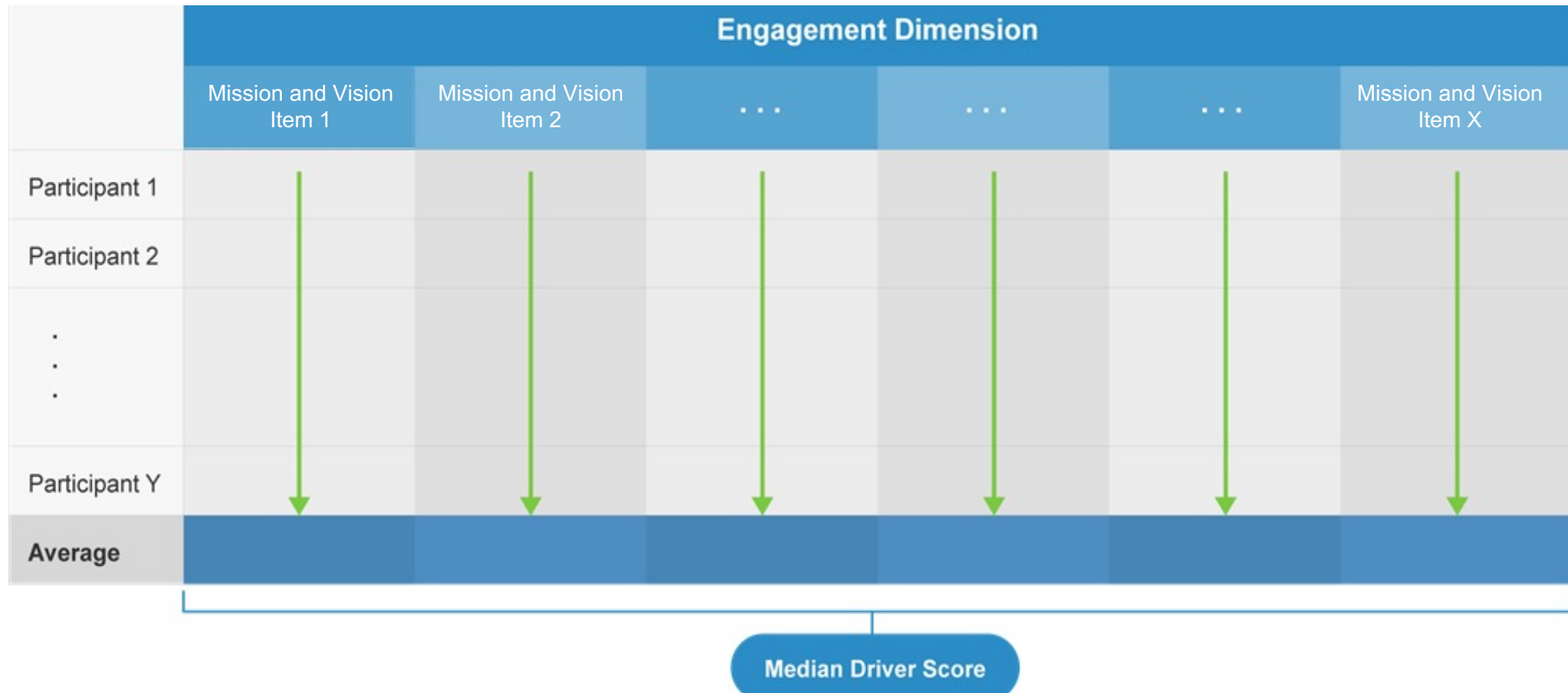
The relationship between each employee's responses (driver ratings) and his or her overall engagement score was also analyzed. To do this, the strength of the relationship (the correlation coefficient) between the engagement scores and each driver was calculated. Values can range from zero to +1.0. The closer to +1.0, the stronger the relationship.

Driver ratings were classified as high or low based on the median. Correlations to engagement were classified as strong or weak based on the median.

The primary focus area (yellow) is for Items that rated low but have a strong correlation to engagement. The secondary focus area (green) is for items that received high ratings and have a strong correlation to engagement.



Engagement Dimensions Calculations



Increasing Employee Engagement

Improving scores for these items will likely increase employee engagement. The average scores for these statements are low (below 3.78), but the items have strong relationships to engagement.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
District Leadership	SSD leaders clearly explain the reasons behind decisions on key issues.	2.72	0.65
District Leadership	SSD leaders understand my professional needs.	2.82	0.67
Feedback and Recognition	SSD recognizes employees for their high-quality work and accomplishments.	2.85	0.60
District Leadership	SSD leaders' actions are consistent with their words.	2.93	0.68
Feedback and Recognition	I am recognized for my accomplishments.	2.99	0.59
District Leadership	SSD leaders promote a positive work culture.	3.04	0.71
Feedback and Recognition	Staff members are recognized for good performance at my work site.	3.08	0.54
District Leadership	SSD leaders encourage employees to share ideas to improve performance.	3.08	0.66

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

Increasing Employee Engagement (Continued)

Improving scores for these items will likely increase employee engagement. The average scores for these statements are low (below 3.78), but the items have strong relationships to engagement.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
Feedback and Recognition	I feel appreciated for my work.	3.12	0.67
Mission and Vision	I can provide input on how SSD accomplishes its mission.	3.28	0.55
Mission and Vision	SSD is moving in a direction that reflects our mission and vision.	3.28	0.70
Career Growth and Training Opportunities	The training I have received from SSD has helped me perform my job more effectively.	3.60	0.54
Career Growth and Training Opportunities	SSD's professional development supports district initiatives.	3.62	0.53
Career Growth and Training Opportunities	SSD encourages continued education and professional growth.	3.63	0.52

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

Maintaining Employee Engagement

Celebrating these items will promote positive employee engagement. The average scores for these statements are high (at or above 3.78), and the items have strong relationships to engagement.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
School Leadership	My immediate SSD supervisor implements policies fairly in my school or department.	3.89	0.51
School Leadership	I trust my immediate SSD supervisor to make good decisions.	3.93	0.54
School Leadership	My immediate SSD supervisor promotes a positive work culture.	3.95	0.52
School Leadership	I can count on the support of my immediate SSD supervisor when addressing problems or issues.	3.96	0.51

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

Maintaining a Positive Work Environment

While these items do not have strong relationships to engagement, the average scores for these statements are high (at or above 3.78). The district should continue its good work in these areas.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
School Leadership	My immediate SSD supervisor encourages continued education and professional growth.	3.80	0.50
Work Environment	I work in an atmosphere where there is mutual respect among staff.	3.84	0.38
School Leadership	My immediate SSD supervisor effectively communicates about important issues that affect me.	3.87	0.50
Work Environment	My colleagues are held to high professional standards.	3.90	0.38
School Leadership	The actions of my immediate SSD supervisor are consistent with his or her words.	3.92	0.50
School Leadership	My immediate SSD supervisor clearly communicates his or her expectations of my job performance.	3.97	0.49

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

Maintaining a Positive Work Environment (Continued)

While these items do not have strong relationships to engagement, the average scores for these statements are high (at or above 3.78). The district should continue its good work in these areas.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
Mission and Vision	SSD's mission and vision is clearly defined.	3.97	0.48
School Leadership	My immediate SSD supervisor encourages collaboration within and across teams in my school or department.	4.00	0.48
Work Environment	My colleagues help create a positive work environment.	4.02	0.32
Work Environment	My colleagues are committed to their jobs.	4.10	0.33
Mission and Vision	I am familiar with the mission and vision of SSD.	4.13	0.31
Mission and Vision	I support SSD's mission and vision.	4.14	0.48
Work Environment	My colleagues support me.	4.19	0.30

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

Improving the Work Environment

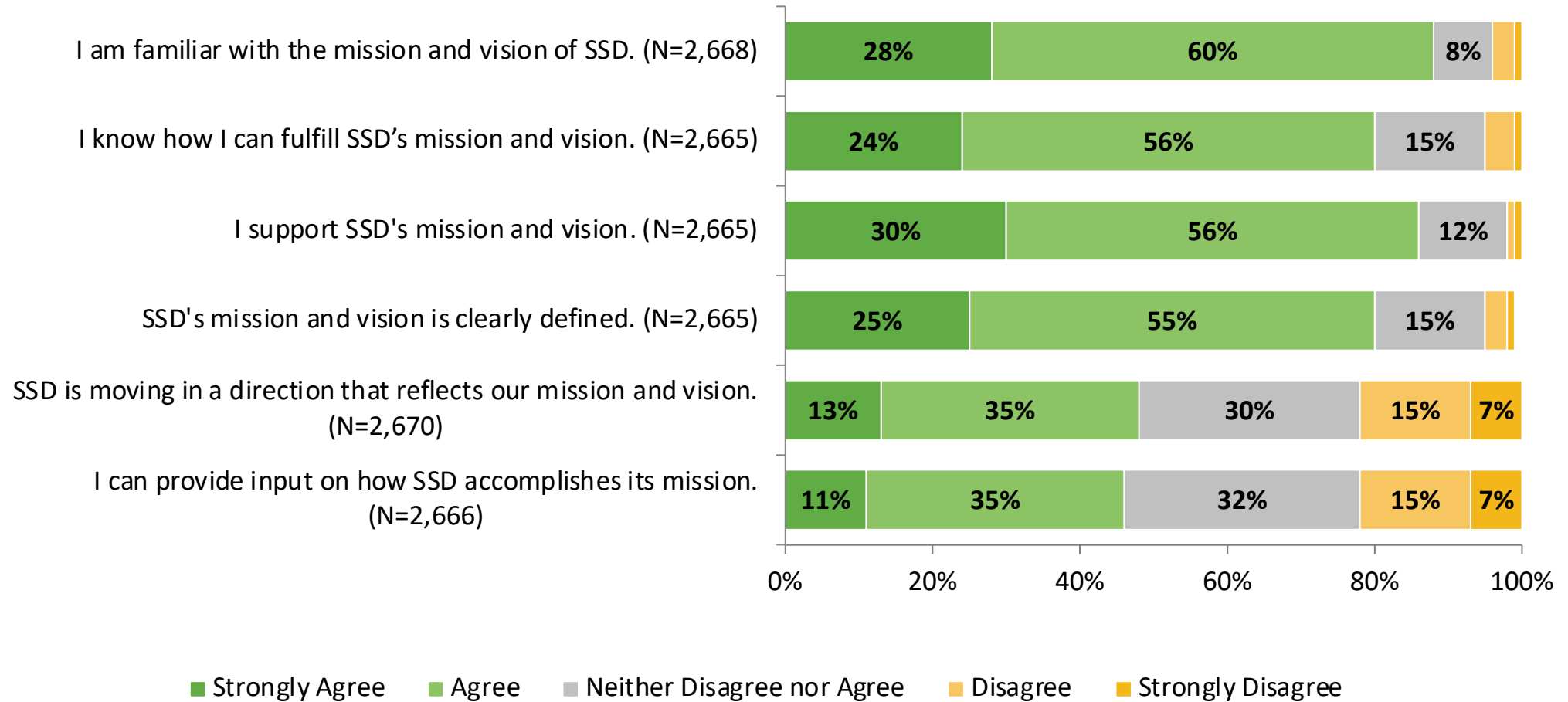
While these items do not have strong relationships to engagement, the average scores for these statements are low (below 3.78). Improving these items will promote a positive work environment.

Dimension	Survey Item	Driver Rating	Correlation to Engagement
Career Growth and Training Opportunities	There are leadership opportunities for me in my school or department.	3.32	0.50
Career Growth and Training Opportunities	My immediate SSD supervisor identifies opportunities for my professional growth and improvement.	3.56	0.50
Work Environment	I have the materials I need to do my job.	3.74	0.45
School Leadership	My immediate SSD supervisor regularly gives me constructive feedback to improve my performance.	3.76	0.47

Median	
Driver Rating	3.78
Correlation to Engagement	0.50

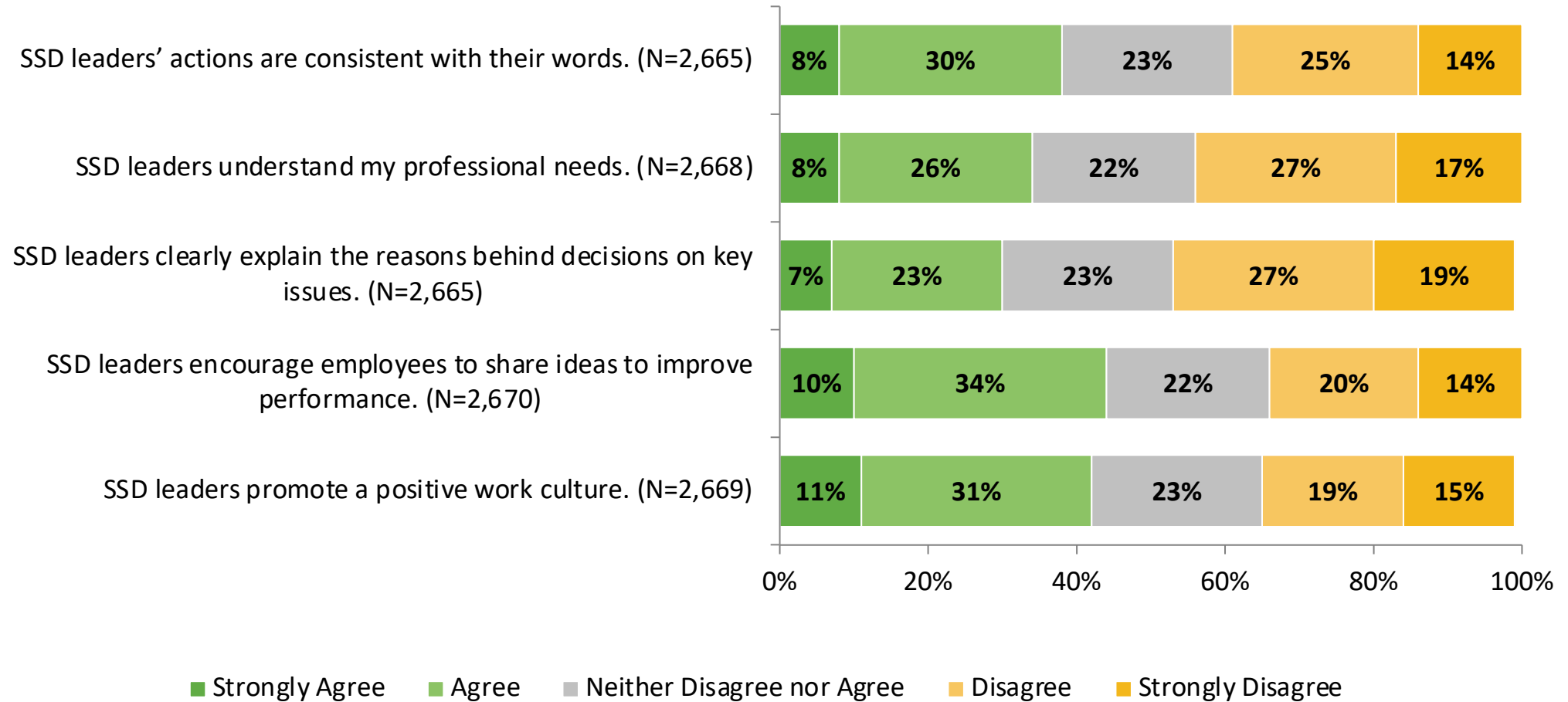
Mission and Vision

How strongly do you agree or disagree with the following statements?



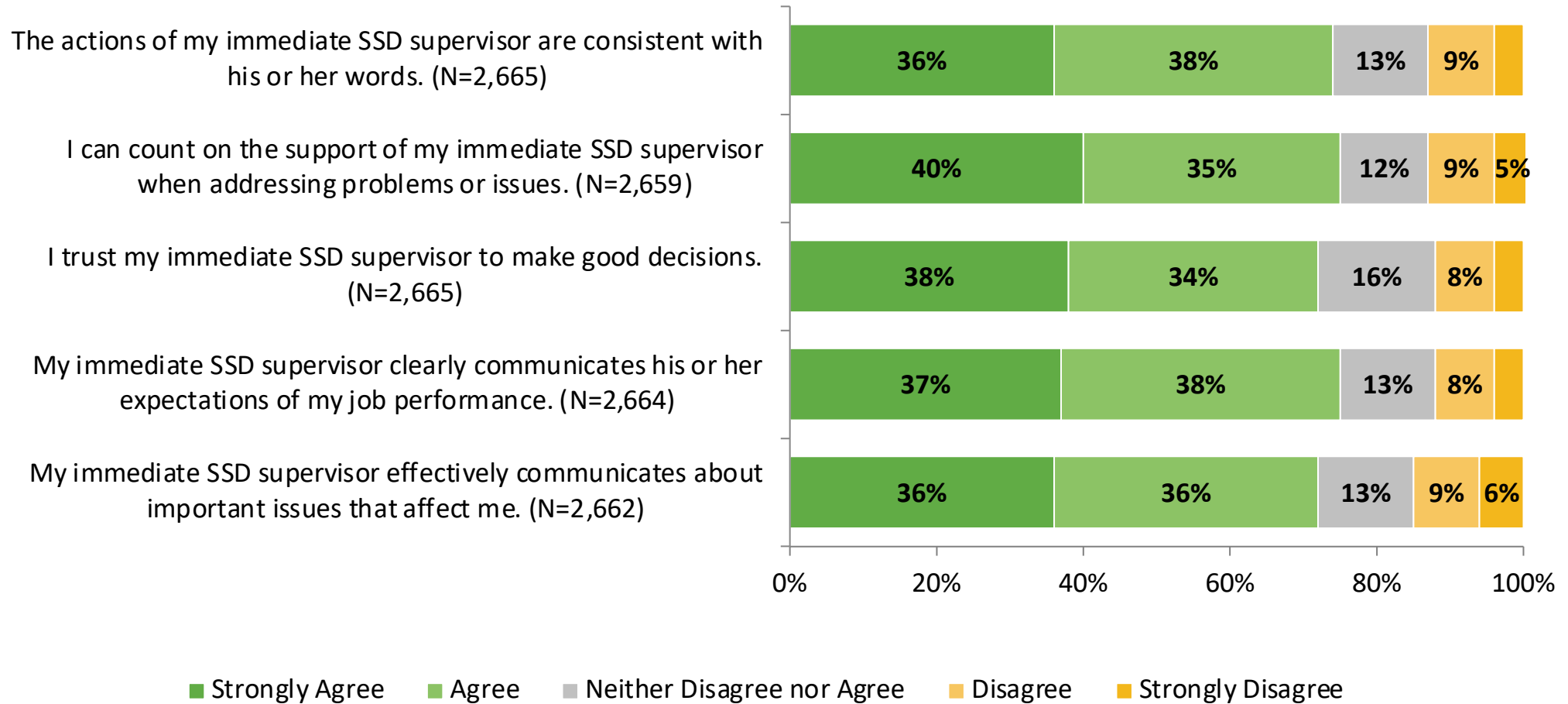
District Leadership

How strongly do you agree or disagree with the following statements?



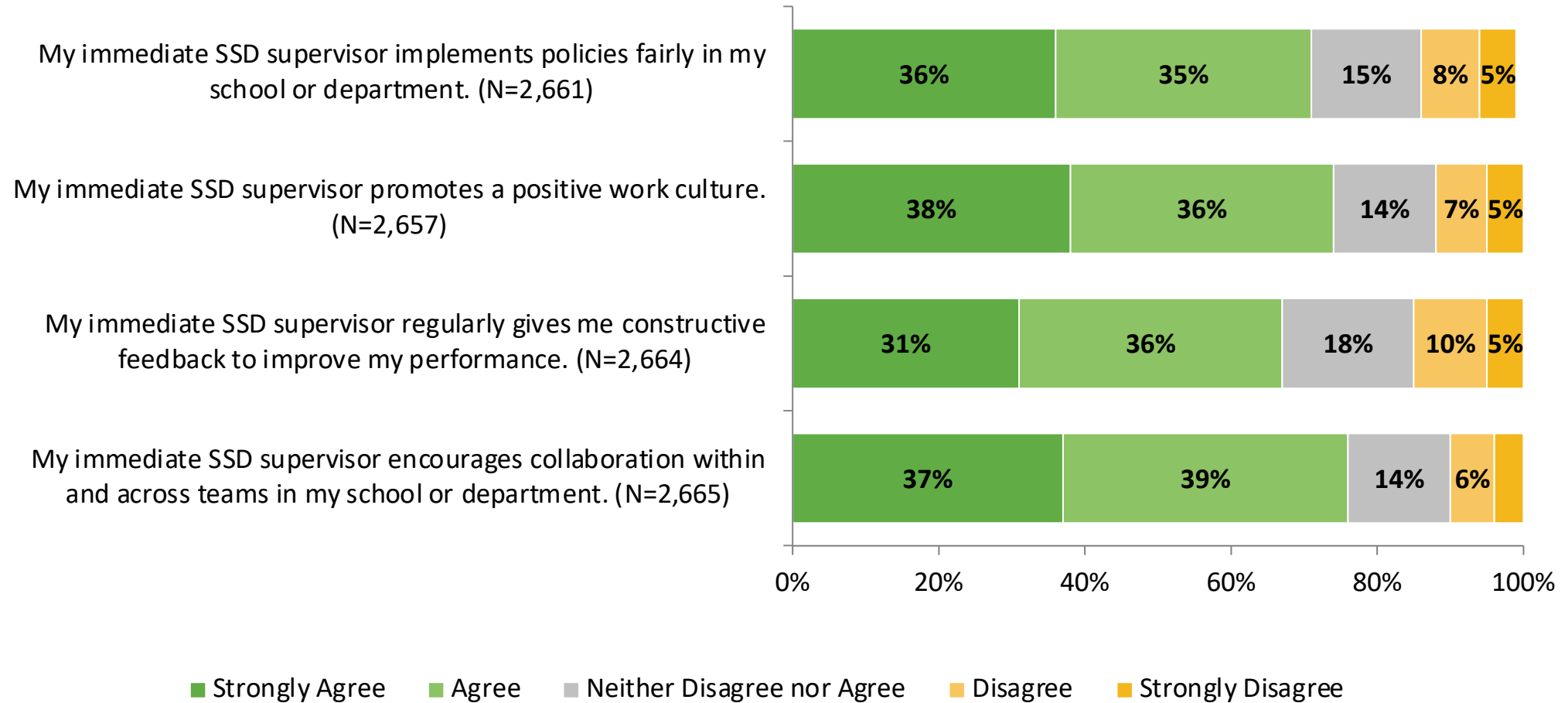
School Leadership

How strongly do you agree or disagree with the following statements?



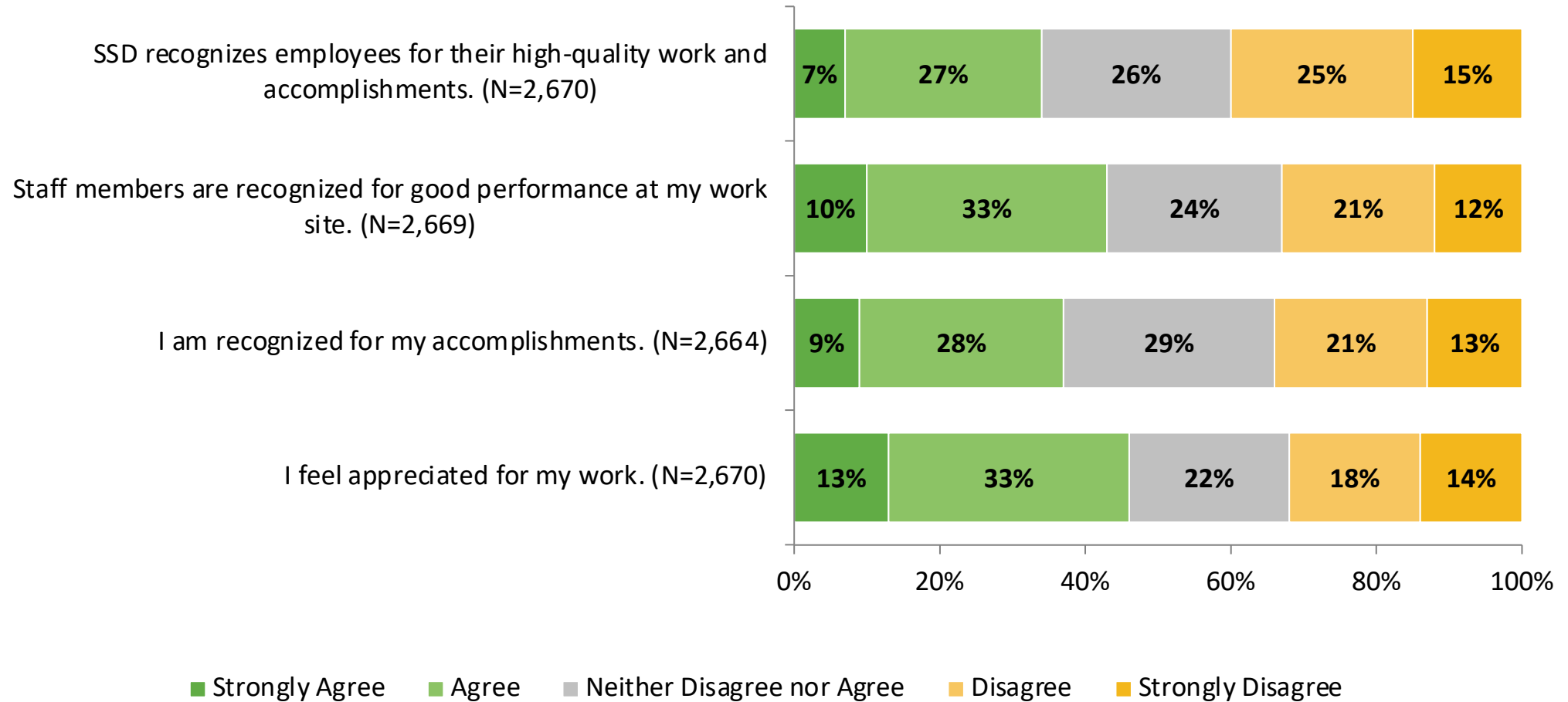
School Leadership (Continued)

How strongly do you agree or disagree with the following statements?



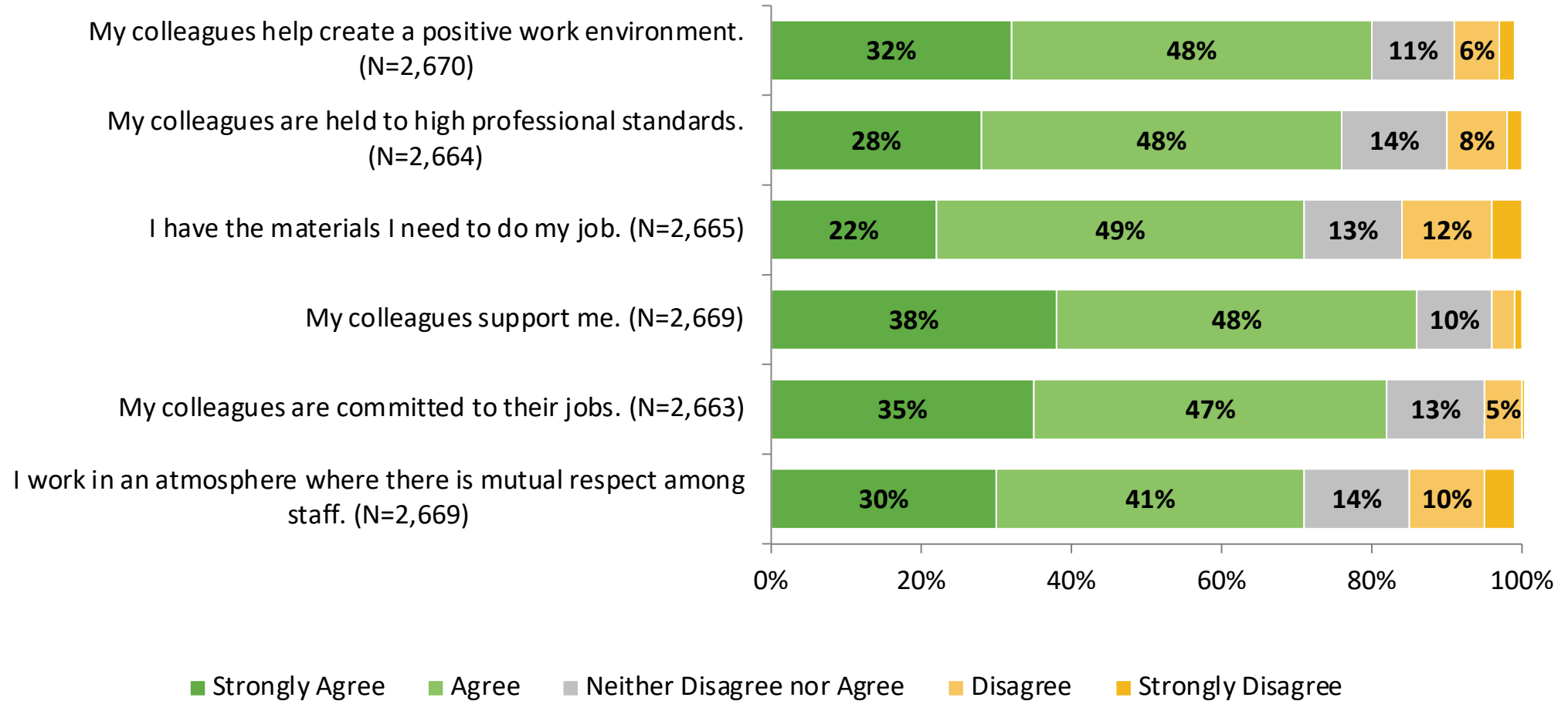
Feedback and Recognition

How strongly do you agree or disagree with the following statements?



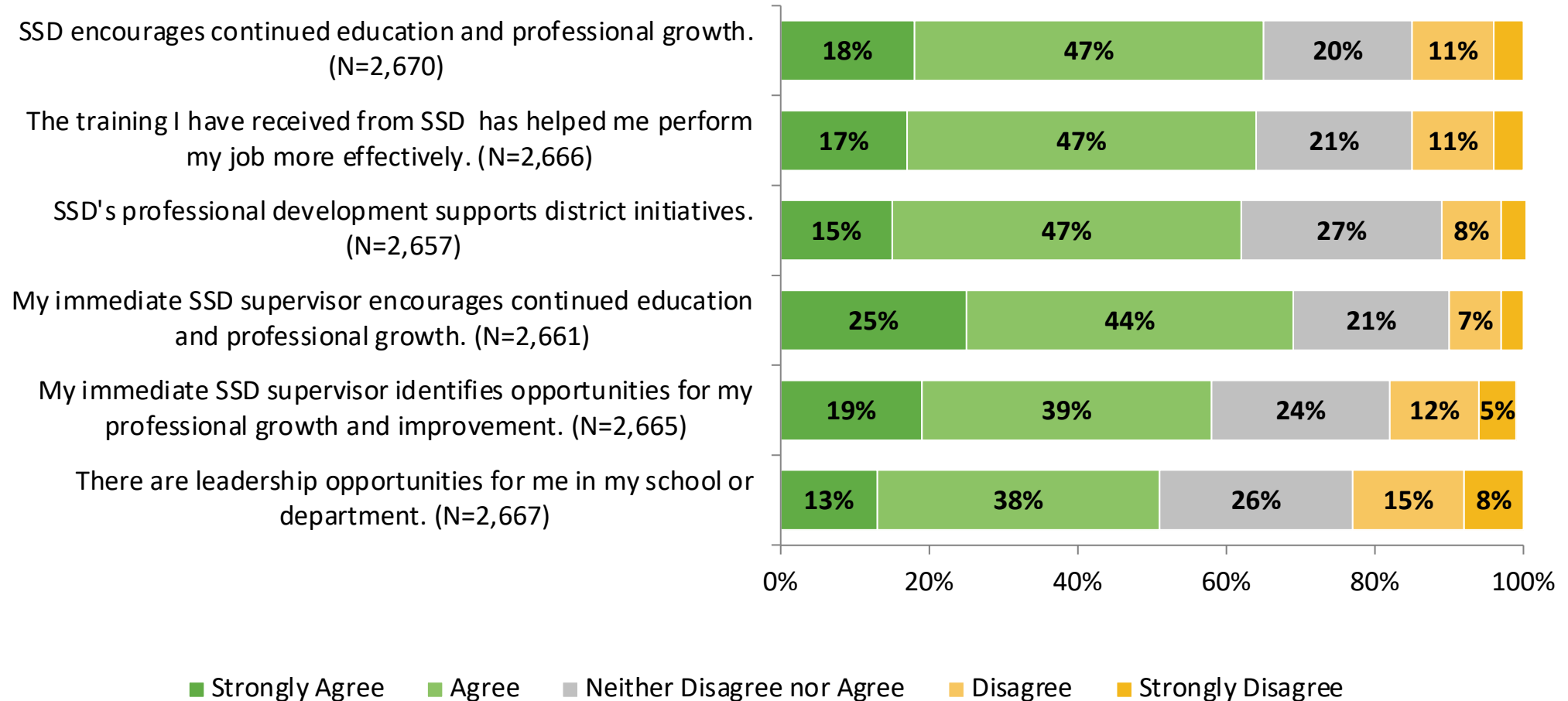
Work Environment

How strongly do you agree or disagree with the following statements?



Career Growth and Training Opportunities

How strongly do you agree or disagree with the following statements?



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